

EXHIBIT 75




STATE OF NEW YORK

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CERTIFICATION

This is to certify that the attached transcription is to the best of my knowledge and belief a true and accurate transcription of the English video identified with Bates number EIG_KEP_00249870.



Edward J. Jacob
Divergent Language Solutions, LLC

State of New York

County of New York

Subscribed to and sworn before me this 16th day of September, 2021,

by Edward J. Jacob.



Notary Public

MATTHEW C. ZELAK
NOTARY PUBLIC, STATE OF NEW YORK
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Qualified in Kings County
Commission Expires November 7, 2024



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Line #	Timecode	Quote
1	[0:00:20]	KEVIN CORRIGAN: Good afternoon. Thank you everyone. Well,
2		we're going to shift gears a little bit and talk a little bit about Brazil.
3		You've heard about it tangentially earlier today. You've seen we've
4		been increasing our footprint there quite dramatically in the last,
5		certainly in the last year. Just a little history, about three years ago
6		we decided to focus more on Brazil. Why Brazil?
7	[0:00:40]	Well, it's the fifth largest country in the world, bigger than the
8		continental United States, large population, large natural resource
9		base, huge investment needs. I was thinking of that map that Kurt
10		showed earlier, that showed the gas pipeline network in the United
11		States.
12	[0:01:00]	And, if you look at the Brazilian equivalent, you'll see the pipeline
13		that Andrew showed and a couple of little lines up in the northeast.
14		So, if Brazil were to even do 25% of what the U.S. has done, it
15		would be billions of dollars' worth of investments.
16	[0:01:20]	I've been with EIG about eight-and-a-half years now. Prior to that I
17		worked at the InterAmerican Development Bank for 10 years, and
18		I've lived in Brazil now for about 14 years, on and off, beginning
19		when I was a teenager. My father was sent there as American
20		Council General in the 70s, so I'm a foreign service brat.
21	[0:01:40]	I later worked there with Manufacturers Hanover Trust Company,
22		for over 10 years, and then Chemical Bank. So, I feel very
23		comfortable with Brazil. I have three children born there who have
24		citizenship, and I am very happy today to introduce two very
25		esteemed colleagues who've come from Petrobras, but now run two
26		companies that we've invested in.
27	[00:02:00]	In the case, to my far right, is Rogério Mattos, who studied and got
28		a bachelor's in chemical engineering from the Federal University of
29		Rio de Janeiro.
30	[0:02:20]	He also has a bachelor's in economics from the State University of
31		Rio de Janeiro, and entered Petrobras in 1970 where he's had a very
32		illustrious career. Most recently, before becoming CEO of TBG, the
33		company that Andrew presented, he was head of M&A at Petrobras,

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34 very involved in a lot of the acquisitions they made overseas, which,
35 in fact, now they're, in many cases, in the process of divesting.

36 [0:02:40] But, Rogério has been very involved with that, so we're very happy
37 to have him here today. To my immediate right is João Ferraz, who
38 also went to the Federal University of Rio de Janeiro, where he
39 studied mechanical engineering.

40 [0:03:00] So, I would wager these are two gentlemen who could go toe-to-toe
41 with Kurt and understand the presentation that he gave earlier today,
42 which probably very few of us could. But, they can do that later
43 over cocktails.

44 [00:03:09] MR. JOÃO FERRAZ: At least we pretend to.

45 [00:03:10] MR. CORRIGAN: Or pretend to.

46 [00:03:10] MR. FERRAZ: Yeah, pretend to.

47 [00:03:11] MR. CORRIGAN: So, João spent most of his career, or at least the
48 initial 20 years or so in very technical and engineering areas, and
49 then around 2000, switched over to the finance area, and eventually
50 was put in charge of an effort to help develop the company that he is
51 today CEO off, Sete Brazil.

52 [00:03:31] So, he left Petrobras in 2011 to take over that position, where he's
53 now been for the past couple of years. Just a quick aside, I met João
54 when he was still the financial superintendent at Petrobras.

55 [00:03:51] And in Brazil, as you probably know, it's kind of difficult to just
56 pick up the phone or send an email to somebody and expect their
57 response. So, I had called an old friend of mine at a bank. I said,
58 listen, I want to get involved in this pre-salt stuff, and who do I talk
59 to at Petrobras, and he said, oh, you've got to talk to João Ferraz. I
60 said, okay, thank you.

61 [00:04:11] So, I wrote a little email, and then expected silence, and about a day
62 later, João said, happy to meet you. Come Tuesday at 2:00. I said,
63 oh, great. Thank you very much, and I was with Clay Taylor, and he
64 and I went and had a nice visit. Then, much later, now that I've
65 gotten to know him a lot better, I said, you know, it was very
66 unusual.

67 [00:04:31] I sent you an email, and you responded right away. It's not the

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68 Petrobras way. I said why'd you do that. He goes, well, you wrote it
69 in Portuguese, and I've never gotten an email from a gringo in
70 Portuguese. So, that's a little aside.

71 [00:04:51] So, I think we're very proud of the footprint we're building in Brazil.
72 And, as you've sensed earlier, I think we expect that involvement to
73 grow. It's a country with many, many opportunities, many needs,
74 and we'd like to be part of that.

75 [00:05:11] So, I think let's take advantage of our two esteemed guests and talk
76 a little bit about the oil and gas industry, the infrastructure, needs,
77 and just generally about Petrogas. I'm going to try to avoid politics.
78 It'll be pretty hard to outshine our earlier speaker in that area, so
79 probably keep it more to the oil and gas area.

80 [00:05:31] So, I'm going to start with Rogério, and perhaps you could talk a
81 little bit about the gas market in Brazil. It's a market where gas is
82 primarily used to generate electricity, so it hasn't really reached the
83 consumer. It's not used very much in households, but I think there's
84 a lot of opportunity there.

85 [00:05:51] Maybe talk about how you see the gas market developing and
86 growing over the coming years. Then, perhaps talk a little bit about
87 TBG and how it might hope to participate in that growth in the
88 future. So, just give us a little overview, and then we can move from
89 there.

90 [00:06:05] MR. ROGÉRIO MATTOS: Thank you. I'm glad to be here, to talk
91 with you. So, the gas market in Brazil is almost 3.4 billion of cubic
92 meters per day, 1.4 in the supply side comes from internal
93 production.

94 [00:06:25] 1 billion of cubic feet comes from the pipeline that Andrew just has
95 shown in his presentation. And, 0.9 comes from expensive LPG that
96 we need to import to comply with - -.

97 [00:06:45] In the demand side, we have 1.4 billion cubic feet for just
98 thermoelectrical, around 1.4 for other use, and 0.4-0.5 that Petrobras
99 uses in its refineries and fertilizer plants.

100 [00:07:05] Until 2020, Petrobras plans to keep the amount of gas that comes
101 from Bolivia. That's one billion cubic feet, to renew the contract.

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102 But, it plans to double the internal production of gas and also double
103 the internal imports of LPG.

104 [00:07:25] So, the idea is that there's a lot of room for new infrastructure,
105 pipelines, thermoelectrical plants, and this will be a necessity for
106 Brazil to increase its GDP.

107 [00:07:45] But, there is another thing that can change this game. Brazil has a
108 resource in conventional gas, like 226 TCF.

109 [00:08:05] And the government will do an auction in November in order to
110 offer 240 blocks. So, fortunately, we can develop, transform these
111 resources in gas.

112 [00:08:25] So we get more and more opportunities using our expertise of TBG,
113 a very reliable company, and supported by I think two important
114 partners, Petrobras and EIG.

115 [00:08:45] So, the idea, there is another thing that I think is good to comment
116 with you, is that two characteristics of Brazil market, gas market.
117 One is that all the gas, most all the gas, is associated gas. It's related
118 with the production of oil. So, we don't have unassociated gas.

119 [00:09:05] So, this auction that will be carried on in November can bring, like
120 Kurt said this morning, he will not tell about C1, C2, C3, but just to
121 say that we can have a way to dry gas. We don't know yet.

122 [00:09:25] So, I think the opportunities are good. The second is related with the
123 hydraulics. Brazil has long been dependent on hydropower.

124 [00:09:45] And GDP growth, and also the dry season led us to invest a lot in -
125 -. So, I think this is the main opportunity in the demand side that
126 will push the offer of gas, and also the infrastructure. That's it.

127 [00:10:01] MR. CORRIGAN: Thank you, Rogério. Well, let's shift gears a
128 little bit and move over to João. Let's talk a little bit about pre-salt.
129 We've heard about it tangentially today. It's obviously the largest oil
130 play in the world today, probably.

131 [00:10:21] Maybe you can give us a little overview of the drilling market,
132 which is obviously the area that Sete Brazil is going to play a big
133 role in.

134 [00:10:41] And, I guess, another thing that I think people would be interested
135 in is understanding how Brazil has gone from a model that relied

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136 very heavily on overseas production of a lot of this infrastructure to
 137 the creation of Sete Brazil, and now the creating industry that's
 138 going to rely on domestic production, which I know you see as a big
 139 opportunity for Sete in particular and Brazil in general.

140 [00:10:51] MR. FERRAZ: Okay, Kevin. Well, first of all, I'd like to thank you
 141 for your invitation, yours and Blair's, and I'm very happy to be here.
 142 I hope I can fulfil the points that you have raised to me.

143 [00:11:11] Let me start talking about Sete Brazil creation, the rationale for Sete
 144 Brazil creation. Everything started in 2006, when Petrobras
 145 discovered pre-salt. Pre-salt is a huge area, as has been told here. It's
 146 one of the biggest oil fields discovered in the world in the last 30
 147 years.

148 [00:11:31] It's an area, the total area of pre-salt, is approximately 140,000
 149 square kilometers, more or less, 58,000 square miles. While I didn't
 150 know or have any clue about how big was 58,000 square miles.

151 [00:11:51] Then a few years ago, I Googled it, just to compare. It's bigger than
 152 England. So, it's a huge area, really huge area, full of oil. So far, all
 153 wells that have been drilled in pre-salt have been commercially
 154 attractive.

155 [00:12:11] So, then, in 2008, back in 2008, when Petrobras started to size the
 156 demands of goods and services to be applied for pre-salt, for the
 157 pre-salt development, Petrobras came to the conclusion that the very
 158 first step, the very first need for this development was drilling rigs,
 159 but not regular drilling rigs.

160 [00:12:31] Because of the water depth, we're talking here about 3,000 meters of
 161 water depth, plus 7,000 meters of well length, so it's a total of 10
 162 kilometers of total well.

163 [00:12:51] We needed, Petrobras needed special rigs, state-of-the-art rigs, rigs
 164 that were not fully available at that time in 2008, so that the rigs that
 165 Petrobras needed to be used in pre-salt needed to be constructed. So,
 166 all of them should be new builds.

167 [00:13:11] Usually, the industry builds these rigs in Korea, China, Japan,
 168 Singapore. But, on the other hand, Petrobras had a constraint, it still
 169 has, because of the regulation in Brazil, any oil companies that want

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170 to explore the oil in Brazil, they need to comply with local content
 171 regulation.

172 [00:13:31] So, we realized—at that time, I was at Petrobras, so that's why I saw
 173 we—we realized at that time that this could be a very good
 174 opportunity for us. We could, because of the fact that we needed a
 175 huge number of new rigs to be constructed, on the other hand, we
 176 needed to fulfil the local content demand.

177 [00:13:51] We understood, that for the first time, we could have the benefit of
 178 scale. It's scale that could attract investors, that could attract
 179 international players, that could attract even international reliable
 180 shipyards that were used to that type of construction to come in to
 181 Brazil to establish in the country and to start to construct these rigs
 182 in Brazil.

183 [00:14:11] We tried, of course, on the other hand, drilling rigs are not assets
 184 that usually oil companies have in their balance sheet. So, usually,
 185 drilling rigs, they belong to drillers, and drillers are special
 186 contractors, contracted by these oil companies.

187 [00:14:31] So, Petrobras went to this market offering them the possibility of
 188 long-term contracts, if they decided to construct these rigs in Brazil.
 189 They were quite excited, especially the smaller ones. They were
 190 quite excited about the contract.

191 [00:14:51] But, on the other hand, they didn't have balance sheets, they didn't
 192 have strength, economic strength, financial strength, they didn't
 193 have the capability to raise capital, raise financing. So, we came to
 194 the conclusion there was missing a small piece in this puzzle, and
 195 this piece was a company that could consolidate without de-locating
 196 the existing players.

197 [00:15:11] So, we decided to create a company, that was Sete Brazil, not to
 198 replace drillers, but to joint venture with them, so our business
 199 model is, as a matter of fact, to establish joint ventures with existing
 200 players, existing drillers.

201 [00:15:31] So that we offer a strong balance sheet, a strong capacity for raising
 202 finance, raising equity, offering guarantees, and what they add to
 203 this joint venture is their capability to operate the drilling rigs.

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204 [00:15:51] So, with this model, we got by—we want two-bead process,
 205 performed by Petrobras, one in 2011, the other one 2012, so totaling
 206 28 long-term contracts. Long-term, I mean really long terms, 14.5
 207 years in average, with a very good daily rate payback.

208 [00:16:11] So that we have, today, expectancies for a revenue backlog of
 209 almost \$90 billion on the next 20 years. So, with that, we
 210 established this program together with the drillers.

211 [00:16:31] We have seven drillers associated with us in these 28 rigs that we
 212 are constructing. And, of course, we don't have to construct the rigs
 213 in Brazil. What we have to do is to deliver local content. It seems a
 214 little bit tricky, but - -.

215 [00:16:51] By delivering, for instance, the first rigs, our obligation is to deliver
 216 55% of local content. We don't need to construct the rigs in Brazil,
 217 so that we still have time to accommodate the construction of these
 218 new shipyards in Brazil with the construction of the rigs abroad.

219 [00:17:11] So, we are doing a kind of mixed construction when we associate
 220 firstly the construction of the rigs, the hose, the blocks, the whole
 221 blocks, abroad in the international shipyards, the international
 222 shipyards that are constructing their own shipyards in Brazil.

223 [00:17:31] Afterwards, for the last rigs that will be delivered, we have to
 224 increase a little bit this local content, and for the last ones, the last of
 225 this 28-rig program, we have to construct the full, whole, in Brazil.

226 [00:17:51] But, this gives us a lot of time, in terms of accelerating the learning
 227 curve, accelerating the transfer to technology from the international
 228 shipyards for their branches in Brazil. So, all these five yards that
 229 we have contracted that are under construction or are existing
 230 shipyards in Brazil, they have association with international
 231 shipyards.

232 [00:18:11] Reliable shipyards that have all the capabilities to construct the rigs.
 233 And, has been previously shown here, the program is performing
 234 very well. We are ahead of schedule. As a matter of fact, we are a
 235 little bit ahead of schedule. From the five yards, we have one below
 236 the schedule and four ahead of the schedule.

237 [00:18:31] So, I think one of the benefits that we have for our investors and for

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238 our lenders is the fact that they are not investing one single rig
239 alone, one single operator alone. They are investing in a portfolio.
240 [00:18:51] It's expected, in this business that 1, 2, 3 rigs, 1,2, 3 operators, 1, 2,
241 3 points may have some problems during the time, but we are
242 benefiting from a portfolio. The proof of that is the fact that from
243 the five yards we have one behind schedule, four ahead of the
244 schedule, so that the average construction schedule is ahead of
245 schedule.
246 [00:19:10] MR. CORRIGAN: Great. Thank you. João has addressed, and I
247 think he's made a case that oftentimes overseas observers think that
248 Brazil is sort of embarking on a difficult course, they're going to be
249 delays, they're not going to have the technical capabilities. I think
250 what João has said is they've done it smartly.
251 [00:19:30] They've teamed up with overseas constructors and operators, and
252 expect a good outcome. So far, from our perspective, we've
253 certainly seen Sete Brazil developing as planned. So, we have no
254 concerns, and we think you guys are all doing a great job.
255 [00:19:47] MR. FERRAZ: Sorry, Kevin, performing ahead of planned, not as
256 planned.
257 [00:19:50] MR. CORRIGAN: Ahead of plan. Okay. Good man. Sorry. I'll pay
258 for that one later.
259 [00:19:57] MR. FERRAZ: Yeah. So far.
260 [00:20:01] MR. CORRIGAN: Rogério, I want to come back to you a little bit
261 and just talk about ANP is the Brazilian hydrocarbons regulator, and
262 they're the ones that issue bidding rounds and whatnot. We've got a
263 couple coming up later this year.
264 [00:20:21] I just wondered if you could talk a little about how do you see—
265 what do you see coming in the next, for the remainder of this year?
266 And, how do you see Brazil, the onshore versus offshore, and the
267 gas development? Is there going to be more and more onshore
268 development? And, who do you see as the main players?
269 [00:20:34] MR. MATTOS: Okay. In Brazil, we have, up till now, one regime
270 that is concession for all areas, including the previous pre-salt area.
271 From now on, there'll be a difference.

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272 [00:20:54] All areas, except pre-salt, will be concession, and pre-salt will be
 273 producing sharing agreement. The government thinks that, or
 274 thought that, a concession is good, after many debates, of course,
 275 that concession is more applicable to when the exponential risk is
 276 high.

277 [00:21:14] But, for results like Ferraz just mentioned, the exponential risk is
 278 low. So, they preferred the producing sharing agreement.

279 [00:21:34] Now, here in the next month, we are having an auction for a huge
 280 block, huge area in pre-salt that we call Libra. Libra has something
 281 around eight and twelve billion barrels. It's a huge investment.

282 [00:21:54] I think that it will be probably, if Ferraz can help me, 27 or 28
 283 drilling rig facilities to go.

284 [00:22:03] MR. FERRAZ: Could be.

285 [00:22:04] MR. MATTOS: Could be. And, it's difficult. The difficulty is not on
 286 the exploration of oil, because the Brazil government thinks that the
 287 oil is there. It's just to put the oil in production, because it's too deep
 288 and far from the coast.

289 [00:22:24] 180 miles, so, it's far from it. So, I think that there are 10 companies
 290 that make the application for these new auctions, in October.

291 [00:22:44] And like I said before, there will be an auction for this onshore
 292 unconventional area, 240 blocks, on next November. Just that.

293 [00:22:52] MR. CORRIGAN: Well, before we wind down and open it up to
 294 questions, I just would like each of you to recommend what—if you
 295 were us, you've gotten to know us now as investors in each of your
 296 companies, what would you recommend we focus on?

297 [00:23:12] How would you see us increasing our footprint in Brazil in the
 298 coming couple of years?

299 [00:23:14] MR. FERRAZ: I would say definitely infrastructure. I'd say that the
 300 biggest demand in the country, especially in the oil business, but in
 301 other sectors as well, will be infrastructure that is very poor in the
 302 country, and definitely is a bottleneck for the development in
 303 general.

304 [00:23:34] And, I think that this could be a very good opportunity for
 305 investments there.

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306 [00:23:40] MR. MATTOS: I agree with Ferraz. If you think that we are going
 307 to double oil production from 2—Brazil is 2.1, total petrol price 2.5.
 308 He will double the amount of oil that mostly will come from pre-
 309 salt.

310 [00:24:00] And the logistics will play a good game on this So, offshore
 311 logistics also will be a good opportunity, and onshore logistics to
 312 let's say transport the gas through many other parts of the country.

313 [00:24:20] Although our pipeline, the TBG pipeline, it concentrates, the area is
 314 an amount, let's say, two-thirds of GDP of Brazil is around our
 315 pipeline. So, they will increase a lot. So, we need to expand the
 316 pipeline and build another one.

317 [00:24:35] MR. FERRAZ: As Rogério said, pre-salt, in average, is located, the
 318 main unit will be located between 150-180 miles from shore. So, the
 319 models that have been developed so far for offshore oil
 320 development are not feasible for pre-salt.

321 [00:24:55] So, new models must be conceived, must be put in operation,
 322 demanding new types of assets.

323 [00:25:15] So, existing assets, existing logistics, may not be feasible to be
 324 applied in the pre-salt development. That, as I said, is huge, and
 325 everything can be justified there, because of the huge amount of oil
 326 and the scale. The scale there is really huge.

327 [00:25:35] So, new things, new developments that must be put in place can be
 328 easily, or less difficultly, feasible because of the scale, the demand
 329 that will be there.

330 [00:25:40] MR. CORRIGAN: Great. Well, thank you, gentlemen. We
 331 appreciate it. I would like to open it up to questions, and even
 332 though I said I wasn't going to touch on politics, any subject is fair
 333 game. They may not know the answer, or they might tell you what
 334 they think.

335 [00:26:00] But please—I'm having a hard time seeing. Don't everybody shoot
 336 up their hands at the same time. I think I see a question in the back
 337 there.

338 [00:26:17] PARTICIPANT: Your eyesight's not too good, Kevin. I'm up here.

339 [00:26:19] MR. CORRIGAN: Well, there are arms going up. I'm not supposed

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340 to call on the big boss right off the bat.

341 [00:26:23] PARTICIPANT: While you're thinking that, two questions. Is Rio

342 going to be ready for the World Cup? And, the second question, you

343 can split them up however you'd like, is the current dust-up over our

344 habit of spying on world leaders, including President of Brazil.

345 [00:26:43] She recently canceled the state visit scheduled for next month in the

346 United States, is that a real issue, or is that more local politics?

347 [00:26:55] MR. MATTOS: I think it's more problem for internal. It's more

348 internal. I don't know understand why they have to spy on Brazil.

349 [00:27:07] PARTICIPANT: They spy on everybody.

350 [00:27:10] MR. MATTOS: I don't understand why they are doing that. We

351 work with so many American companies, probably they know all

352 the data. It does not make any sense for me.

353 [00:27:30] But, I think, in this present, I have to show to the other people that

354 are not very linked to politics and economic data, that this is

355 something that hurt the sovereign of Brazil. I think it's for - -. I don't

356 know if Ferraz wants to compliment?

357 [00:27:40] MR. FERRAZ: I agree with you, Rogério. I think you are probably

358 following up what's going on in the country, and recently, in July,

359 there was some demonstrations, strong demonstrations there,

360 especially from the young people.

361 [00:28:00] All the politics, they became very uneasy. So, I think eventually the

362 U.S. government really gave a very good reason for the politics

363 there in the country to find a way out and to focus on another

364 subject.

365 [00:28:20] I don't think this is really something that is important, is taken

366 seriously there. But, the other question I think is more important. I

367 think, and I hope, the World Cup will be there, because I have

368 bought already booths for - -, and Blair, you are already invited for

369 our games.

370 [00:28:42] BLAIR: You didn't have to tell everybody.

371 [00:28:50] MR. CORRIGAN: I think there was a question in the back there.

372 [00:28:52] PARTICIPANT: Sure. A lot of attention has shifted in the last few

373 months to Mexico, since the recent announcements of liberalization

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374 there. Obviously, a different situation, but a lot of anticipation of a
375 boom in investment there.

376 [00:29:12] Are there lessons that you see, looking back now on the since '06
377 period in Brazil, that an investor might take from that experience,
378 and then turn and apply to Mexico situation, on the cusp of its own
379 boom, either dos or don'ts from that experience?

380 [00:29:29] MR. FERRAZ: It seems a kind of wave, right? It seems these
381 movements, they happen like waves. Some, the season today is
382 Mexico, yesterday was Brazil, and in years to come may be
383 Columbia, may be other places. So, I think there's a kind of wave
384 that comes and goes.

385 [00:29:49] And I have seen, I'm there working in Brazil for long, and I've seen
386 this many, many times. I don't see this would be really a problem.
387 The fact is that, for instance in our case, Sete Brazil, we are
388 almost—we have a \$25 billion program of investment.

389 [00:30:09] And we are fully funded in terms of 80% of our demands. So, what
390 is really missing is \$5 billion from a total of \$25 billion, and we are
391 not facing any problems to raise the funds.

392 [00:30:29] So, as far as we have a good project, you have something to show
393 that we will generate a good return. I think there will be a good
394 investment and good places to raise the funds, whether it's in Brazil
395 or in Europe or in the U.S.

396 [00:30:49] For instance, we have, as Blair said in the morning, there are some
397 rumors that we may be applying for bond issuance next month. It
398 could be. We are considering this possibility.

399 [00:31:09] But, not as a demand, not as a need. Right? Taking that we have
400 already 80% of our total demand fully funded, we just need this \$5
401 billion—just \$5 billion, it's a lot of money, right? Well, compared to
402 the other \$25.

403 [00:31:29] We have several sources of possibilities to raise these funds. One of
404 the sources that we are considering is the bond market here in the
405 U.S., maybe the bond market in Brazil as well. So, what you're
406 doing is a kind of management, in terms of all alternatives to raise
407 the best ones for ourselves.

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408 [00:31:49] So, we are not fully dependent on the bonds or some specific source
409 of funds. And, I believe that there are other projects, good projects,
410 in the country that are in a similar way.

411 [00:32:09] So, of course, we, once more, like many other times, we lost a good
412 opportunity for accelerating the development of the country, so on
413 the last two or three years, I think we didn't really perform.

414 [00:32:29] We didn't really do our homework, in terms of making use of the
415 very good opportunities that we have being created in the last 10-15
416 years. So, we have to re-take everything back. But, I think that the
417 projects are there, infrastructure projects, pre-salt projects, gas
418 projects, energy projects.

419 [00:32:49] The world will be needing this energy, right? The country has
420 different sources of energy there. So, I think eventually we're going
421 to resolve these matters. I don't know if you...

422 [00:33:05] MR. MATTOS: No, it's okay.

423 [00:33:07] MR. CORRIGAN: Are there any other questions? I have a quick
424 one, since we've delved in to a new area. The PT is the worker's
425 party who's been in power now for 10 years, going on 12. We have
426 elections next year. Are they going to continue their—are they
427 going to stay in power, or are we going to have a change? What do
428 you think?

429 [00:33:26] MR. MATTOS: We have four candidates up to now, main
430 candidates. The current president, Mrs. Dilma. Two gentlemen that
431 were governors of important states in Brazil.

432 [00:33:46] And one lady that is more linked to environmental and social
433 demands. The support of this lady that I mentioned, although it's
434 good in the young people, but she didn't have enough, in my point
435 of view, enough support, political support around the country.

436 [00:34:06] I think the broader support that Mrs. Dilma has is quite important.
437 But, I think they are—what I would like to address is the following:
438 There was no one who's radical, no one who they will keep in the
439 space, the economy.

440 [00:34:26] Maybe they change the priorities, but the economy will go on in the
441 same way. But, who will win? I don't know.

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442 [00:34:36] MR. FERRAZ: I'm very—maybe I'm the wrong guy to answer this
 443 question, Kevin, because I think I have never elected anyone. So,
 444 every single person I vote for, they lose. So, I'm very—maybe I'm
 445 not a very good person to answer this question.

446 [00:34:56] MR. CORRIGAN: Was there another—here we go.

447 [00:35:00] PARTICIPANT: For João Carlos, I was wondering if you could say
 448 a few words about what investors should expect in terms of a
 449 timeframe of the development of these pre-salt resources? I mean
 450 are talking five years, 10 years, 25 years?

451 [00:35:20] How long is it going to take to get these things ramped up to being a
 452 meaningful part of the world oil supply?

453 [00:35:25] MR. FERRAZ: Well, if you take the pre-salt as a whole, I think the
 454 pre-salt is already generating revenues, right? If you take from the
 455 discovery from 2006.

456 [00:35:45] 2008 the first unit was a temporary unit that was installed there to
 457 produce oil in one well. Today, seven years later, we are producing
 458 steadily, consistently over 350,000 barrels per day.

459 [00:36:05] So, it's already a province that is generating cash flow generation,
 460 oil. Of course, lots of other things must be implemented there. But,
 461 in terms of pre-salt as a whole, I think pre-salt is already generating
 462 value.

463 [00:36:25] In terms of our company, we are dedicated today, of course we have
 464 plans to diversify investments in the drilling sector, but also in other
 465 sectors. We understand that the model that you used for developing
 466 the drilling rigs in Brazil could be replicated for other assets as well.

467 [00:36:45] For instance, each rig, during the drilling process, demands between
 468 3-5 supply bolts per rig during the operation. So, knowing that we
 469 have under construction 29, so let's say 30 rigs, our demand for our
 470 own would be around between 120 to 150 supply bolts.

471 [00:37:05] The demand, the total demand, for supply bolts for pre-salt is over
 472 500. So, also, with local content on board. So, the same story. But,
 473 we understand our focus today is just in the drilling sector.

474 [00:37:25] Our rigs, the first rig, has started the construction two years ago, and
 475 will be delivered in 2015, July 2015. The first hoe of this rig, the

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476 first rig, is already floating, has been constructed in Singapore.
477 [00:37:45] So it will be brought to Brazil to be finalized and to be installed, the
478 other parts that will comply with the local content, as I mentioned
479 before. So, the second, we have under construction today eight rigs,
480 so eight rigs are already with still plates cut, welded, parts being
481 built, being erected.
482 [00:38:05] So, we are in the pre-operation phase. Our operation phase will start
483 in 2015. By 2019, we will have 90% of our rigs already in
484 operation. By 2019, our EBIDA will be \$4.6 billion per year.
485 [00:38:25] Dividends distribution from 2020 over \$2 billion for Sete Brazil for
486 you guys. Right? So, I think this is our plans.
487 [00:38:45] They are very consistent, very aligned with the plan, so we are stuck
488 to the plan. We are performing as planned. And, I don't see any
489 reason why we should deviate from that. So, responding to your
490 questions, by 2020, pre-salt will be producing over one million
491 barrels a day.
492 [00:39:05] So almost three times what they are producing today. And by 2020,
493 all our rigs will be in operation generating the cash flow that we are
494 expecting.
495 [00:39:19] MR. CORRIGAN: Well, thank you very much, gentlemen. I think
496 we'll conclude with that, and I'd like you all to join me in thanking
497 our visitors from Brazil. Thank you very much.